

CULTURE, LEISURE AND TOURISM PORTFOLIO

DECISION SCHEDULE



Tuesday 14th August 2007

at 10.00 a.m.

**in Training Room 2,
Belle Vue Community Sports and Youth Centre,
Kendal Road, Hartlepool**

Councillor Tumilty, Cabinet Member responsible for Culture, Leisure and Tourism will consider the following items.

1. KEY DECISIONS

No items

2. OTHER ITEMS REQUIRING DECISION

2.1 Fires on Allotment Sites – Rule Change – *Director of Adult and Community Services*

2.2 Town Wide Condition Survey of Allotments – *Director of Adult and Community Services*

3. REPORTS FOR INFORMATION / DISCUSSION

3.1 Departmental Plan 2007/2008-2009/2010 for Adult and Community Services – *Director of Adult and Community Services*

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CULTURE, LEISURE AND TOURISM PORTFOLIO

Report To Portfolio Holder

14 August 2007



Report of: Director of Adult and Community Services

Subject: FIRES ON ALLOTMENT SITES – RULE CHANGE

SUMMARY

1. PURPOSE OF REPORT

To seek approval from the portfolio holder to introduce a rule change to the existing allotment rules and regulations regarding fires on allotment plots.

2. SUMMARY OF CONTENTS

There are increasing levels of complaints from residents regarding fires on allotments. The existing rules do not have specific conditions on lighting fires and are supplemented by guidance to allotment holders about the lighting of fires asking them to respect their neighbours and only light a fire after 6pm.

3. RELEVANCE TO PORTFOLIO HOLDER

Allotment provision is the remit of the Portfolio Holder.

4. TYPE OF DECISION

Non-Key.

5. DECISION MAKING ROUTE

Culture, Leisure and Tourism Portfolio Meeting 14 August 2007.

6. DECISION REQUIRED

- (i) To approve new rules regarding the lighting of fires on allotment plots.

Report of: Director of Adult and Community Services

Subject: BONFIRES ON ALLOTMENT SITES – RULE CHANGE

1. PURPOSE OF REPORT

- 1.1 To seek approval from the portfolio holder to introduce a rule change to the existing allotment rules and regulations regarding fires on allotment plots

2. BACKGROUND

- 2.1 The existing allotment rules do not specifically restrict fires except under the general clause about being an annoyance to the occupier of any other allotment or to the owners of property in the neighbourhood.
- 2.2 There have been numerous complaints received into the Council regarding fires on allotments. This is particularly evident on sites bordered by residential properties such as Stranton and Brierton. The current guidance that permits allotment holders to light fires after 6pm is not conducive to good relations between residents and allotment holders, especially in summer months where residents wish to enjoy their own gardens.
- 2.3 The guidance from the National Allotment Association encourages Local Authorities to restrict fires or implement a complete ban in the summer months. This encourages composting, reduces levels of anti social behaviour and reduces risks of arson attacks. There are no horticultural reasons to allow fires in the summer months but small garden fires in the winter months are useful in getting rid of any diseased crops.
- 2.4 In Hartlepool one site has already implemented a summer ban on all allotment fires. Woodcroft Site, a self managed site at Seaton Carew, has a well established ban on all fires between the 30th April and the 30th September. This is working effectively on this site and Officers believe this should be introduced across all sites.
- 2.5 Consultation has been undertaken with all allotment associations and we have support from Catcote Allotment Association, Bum Valley Allotment Association, Woodcroft Allotment Association, Briarfields Allotment Association as well as support from the Police, Fire Brigade, Crime Prevention and other agencies in the Reducing Criminal Damage Task Group.

3. IMPLEMENTATION

- 3.1 It is proposed to implement a ban from Monday 3rd September 2007 to run through to September 30th 2007. The ban would then be implemented on an annual basis between the 30th April and 30th September.

- 3.2 To ensure compliance and full understanding of the new rules it is proposed that all tenants receive a copy of the approved rules at Appendix 1 prior to the ban being introduced.
- 3.3 To ensure that there are no issues with fly tipping of existing rubbish on sites it is proposed that during September all sites receive a number of skips proportionate to the number of tenants on the site. This, we hope, will encourage allotment holders to remove rubbish from their own plots that would otherwise be burned.
- 3.4 During September Hartlepool Borough Council Staff will undertake to randomly visit sites to check compliance with new rules and enforce compliance through existing powers to warn or evict tenants.

4. PROPOSED RULES

The rules and guidance proposed are attached at Appendix 1.

5. FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this rule change but the portfolio holder should note that there may be an impact on the revenue budgets for allotments in that there may be a greater cost in the provision on skips to help new plot holders establish themselves and get rid of unwanted rubbish and structures on allotment plots.

6. RECOMMENDATIONS

The Portfolio Holder is requested to:-

- i) Approve the implementation of the rule changes regarding fires on allotment plots.

Contact Officer: Andrew Pearson, Parks and Countryside Manager

Hartlepool Borough Council

Rules regarding Fires on Allotments

Every year, the Borough Council receives numerous complaints about smoke from allotment bonfires, which can cause a nuisance to neighbouring residents and unnecessary air pollution.

If you cause a nuisance by having a fire, you could find yourself being prosecuted for breaking the Environmental Protection Act 1990.

Many people burn garden refuse, such as hedge trimmings, annual weeds and vegetable waste, which is not necessary, as much of this material can and should be composted.

FIRES OF ANY TYPE ARE NOT ALLOWED BETWEEN 30th APRIL AND 30th SEPTEMBER IN ANY YEAR

Although bonfires are permitted on allotments from 1st October to 29th April, it is essential that this code of practice is strictly followed.

1. Always dry the garden refuse before burning it. Bonfires of wet materials produce far more smoke than a quick hot fire of dry material.
2. Never use flammable liquids, such as petrol or paraffin to light a fire and make sure that the fire is located in a safe place.
3. Before you light a fire, check which way the wind is blowing, to make sure smoke will not blow directly into neighbouring buildings or over roads.
4. Contact your neighbours before lighting a fire, so they can close windows and get washing in.
5. In foggy weather, or late in the evening, avoid lighting fires as smoke will not disperse easily under these conditions.
6. **DO NOT BURN COMMERCIAL WASTE (PLASTICS, TYRES, TIMBER ETC) AS THEY CAN GIVE OFF POISONOUS FUMES. THIS IS ALSO ILLEGAL AND YOU COULD BE PROSECUTED UNDER THE 1990 ENVIRONMENTAL PROTECTION ACT AND IF CONVICTED FACE UP TO 5 YEARS IN PRISON AND/OR A £50,000 FINE**
7. If the Council receives repeated complaints about a particular site, a complete fire ban will have to be introduced.
8. Bonfires must not be left unattended at any time and must be extinguished at least one hour before the Tenant or registered Partner leaves the site.

This rule and code of conduct regarding fires is now adopted as a General Condition under which the allotment gardens are to be cultivated. Anyone who contravenes these rules will be liable for termination of tenancy by the Council after one month's notice in accordance with Allotment Rules.

CULTURE, LEISURE AND TOURISM PORTFOLIO

Report to Portfolio Holder

14 August 2007



Report of: Director of Adult and Community Services

Subject: TOWN WIDE CONDITION SURVEY OF
ALLOTMENTS

SUMMARY

1. PURPOSE OF REPORT

To advise the portfolio holder of the results of the current inspection programme for allotments and to note the improvements to the standards of cultivation and use of allotments.

2. SUMMARY OF CONTENTS

The survey of the allotment estate, undertaken in June and July 2007, shows an improvement in allotment standards since the previous mass inspection, (November 2006), and assists targeted development and investment in allotments.

3. RELEVANCE TO PORTFOLIO HOLDER

Allotment provision is the remit of the Portfolio Holder.

4. TYPE OF DECISION

Non key.

5. DECISION MAKING ROUTE

Culture, Leisure and Tourism Portfolio Meeting 14 August 2007.

6. DECISION REQUIRED

- (i) Note the findings of the annual inspection.
- (ii) Support the concerted effort being made to secure a rolling programme of improvements to the allotment infrastructure.

Report of: Director of Adult and Community Services

Subject: TOWN WIDE CONDITION SURVEY OF
ALLOTMENTS

1. PURPOSE OF REPORT

- 1.1 To advise the portfolio holder of the results of the current inspection programme for allotments and to note the improvements to the standards of cultivation and use of allotments

2. BACKGROUND

- 2.1 During the months of June and July all sites were inspected (except the devolved site at Woodcroft) to determine plots that had been abandoned or were not being cultivated in accordance with current regulations.

3. SITES SURVEYED

- 3.1 Of the sixteen allotment sites in the town all except the site at Woodcroft were inspected. Woodcroft allotment site, as part of the Devolved Management agreement undertake their own inspections.

4. SUMMARY OF FINDINGS

- 4.1 In total 1011 plots were inspected during this inspection process. Of these 81 were vacant or under offer, 35 were exempt from inspection due to new tenants being in place. The total number of plots to receive warnings for non-cultivation was 106 (10.5 %).
- 4.2 To compare with last years inspection the total number of plots that were not being worked (Vacant plots plus those plots receiving warnings) totalled 269 in November 2006. This compares to 187 plots that are currently either vacant or receiving a warning for non-cultivation.
- 4.3 Targeted investment at Station Lane Allotment site has resulted in 10 new tenants preparing to take up newly renovated plots. The programme involved improving drainage and soil levels at this site as well as making some improvements to access paths.
- 4.4 The allotment site at Briarfields continue to progress in their aim to become the second self managed allotment site in Hartlepool having had portfolio approval in June 2007.

- 4.5 There has also been progress towards establishing two allotment associations at Nicholson's Field and Haswell Avenue with initial meetings held with plot holders to establish an association. Officers believe this will significantly impact on improving standards within these plots. A new association has also been formed at Catcote Allotments and Officers are supporting this association in its early stages of development.
- 4.6 There have been significant improvements in the last eight months since the last mass inspection programme in certain sites. This has been notable in Nicholson's Field where in the last inspection 37 warnings for non-cultivation were issued compared with only 10 warnings issued in this latest inspection – a reduction from 22% to only 6%. Similarly the site at Brierton has seen a reduction in the number of plots not being worked from 47% to 24%. It appears that the regular inspection programme is having a positive impact upon the overall state of the allotment provision.

5. ACTIONS TAKEN

- 5.1 Those plots noted as vacant and in a condition to be re-let are currently being offered out to new tenants.
- 5.2 Those plots not being worked but still having paid up tenants are being issued 1st warnings where appropriate. After a period of 6 weeks all plots given warnings are being re-inspected with a view to issuing a second and final warning for non cultivation. At both warning stages the tenant is offered the opportunity to relinquish tenancy of the plot. The inclement weather of late has been taken into account on re-inspections with an extra two weeks given across the board to normal inspection rules (4 weeks).
- 5.3 Lane clearances are currently taking place to improve access to the allotment plots and a Japanese Knotweed eradication programme has commenced at Stranton Allotments.

6. RECOMMENDATIONS

The Portfolio Holder is requested to: -

- i) Note the findings of the report
- ii) Support the concerted effort being made to secure a rolling programme of improvements to the allotments infrastructure.

CONTACT OFFICER: Andrew Pearson, Parks and Countryside Manager

Site	Total Plots	Exempt Plots	Vacant or Under Offer	Total no of Warnings	No Work/ Warnings July 2007	No Work/ Warnings Nov 2006	Difference
Briarfields	12	3	1	0	8%	0%	+8%
Brierton	57	4	9	5	24%	47%	- 23%
Burn Valley	75	2	0	4	5%	0%	+5%
Catcote	56	0	6	9	27%	27%	-0%
Chester Rd	146	11	18	20	26%	26%	-0%
Greatham	3	0	0	1	33%	33%	0%
Haswell	30	0	0	2	7%	0%	+7%
Nicholson Field	163	2	0	10	6%	22%	-16%
Olive Street	1	0	0	0	0%	0%	0%
Station Lane	77	0	12	10	29%	31%	-2%
Stranton	175	9	11	24	20%	23%	-3%
Thornhill Gardens	86	2	7	15	26%	24%	+2%
Throston	82	2	12	4	19%	28%	- 9%
Thompson Grove	5	0	0	1	20%	40%	- 20%
Waverley Terrace	13	0	5	5	76%	75%	+1%
Woodcroft	30	0	0	0	0%	0%	0%
Total	1011	35	81	106			

CULTURE, LEISURE AND TOURISM PORTFOLIO

Report To Portfolio Holder

14 August 2007

Report of: Director of Adult and Community Services

Subject: DEPARTMENTAL PLAN 2007/2008 –
2009/2010 FOR ADULT & COMMUNITY
SERVICES

SUMMARY

1.0 PURPOSE OF REPORT

To inform the Portfolio Holder of the Departmental Plan 2007/2008 – 2009/2010 for Adult & Community Services of the current year.

2.0 SUMMARY OF CONTENTS

The attached Plan contains an overview of Departmental Structure, recent achievements and future priorities, plus the specific actions and performance indicators by which progress will be measured during the year.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Community Services are an important part of the Portfolio responsibilities.

4.0 TYPE OF DECISION

Non-key.

5.0 DECISION MAKING ROUTE

The decision will be made by the Portfolio Holder

6.0 DECISION(S) REQUIRED

That the Portfolio Holder receives the Plan and receives quarterly updates on progress through the year.

Report of: Director of Adult and Community Services

Subject: DEPARTMENTAL PLAN 2007/2008 – 2009/2010 FOR ADULT
& COMMUNITY SERVICES

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the Departmental Plan 2007/2008 – 2009/2010 for Adult & Community Services of the current year.

2. BACKGROUND

- 2.1 The attached Plan contains an overview of Departmental Structure, recent achievements and future priorities, plus the specific actions and performance indicators by which progress will be measured during the year.
- 2.2 The drivers for the Plan are varied, including the potential for collaboration and partnership working, plus policy documents like "Framework for the Future of the Libraries", "The Game Plan" and "Renaissance in the Regions".

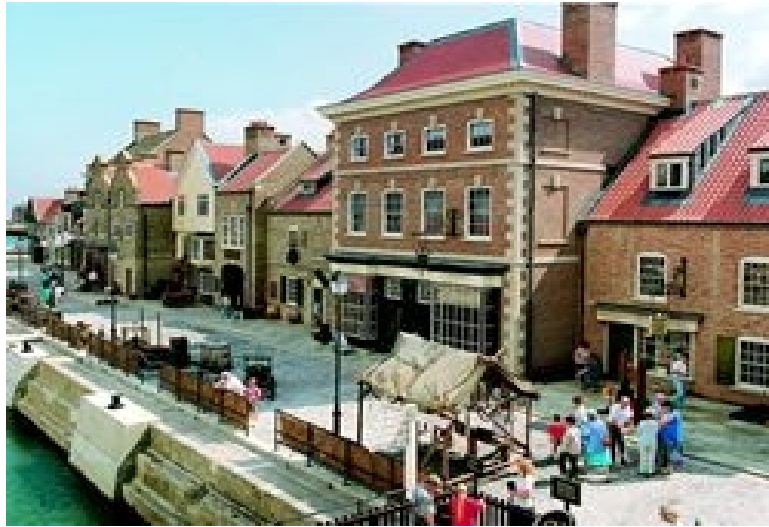
3. FINANCIAL IMPLICATIONS

- 3.1 None

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder receives the Plan and receives quarterly updates on progress through the year.

ADULT AND COMMUNITY SERVICES DEPARTMENT



DEPARTMENTAL PLAN 2007/8 – 2009/10



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WELCOME TO OUR PLAN



Welcome to the Departmental Plan for Adult and Community Services Department. This plan sets out the direction of travel for Adult and Community Services for the next three years. This is the first annual update.

This plan is intended to inform the reader about Adult and Community Services and how we as an organisation determine what we do, how we do it and how well we do it.

It is intended to signpost the reader to where they may find more out about a specific services area or aspect of what we do. To this end our plan is not an exhaustive document but an overview of the priorities and initiatives that are specific to this department.

In June 2005 as a result of a number of key drivers, which included the Council's Way Forward Programme and The Children Bill, the Council undertook a major restructuring exercise from which the Department of Adult and Community Services was created. The department is now well embedded and a number of key appointments have been made to the structure.

In January 2006 the Department of Health produced a white paper "Our Health, Our Care, Our Say". This set out a clear vision for the future of adult social care services which includes:

- A greater focus on the prevention of ill health and the promotion of well being
- More personalised care
- Services closer to peoples homes
- Better Co-ordination and integration with health services
- Increased choice and control
- Focus on prevention.

The key drivers for the Department's Community Services are wide and varied and include:

- Improving the Adult Education Service to focus on creating a strong emphasis on improving work skills and Skills for Life. Family Learning is also seen as a key priority, as is the maintenance of a wide range of 'First Step' provision to introduce adults to learning.

- Much of the work of Community Services is undertaken in collaboration with external partners and significant funding is sourced from regeneration schemes, government agencies and income generation to support a range of innovative schemes and services through:

- Libraries
- Sports and Recreation
- Cultural Heritage and Arts
- Parks and Countryside



The opportunities for new partnership both within and out with the department are exciting, and the potential to increase the quality of services offered to Hartlepool's residents through better integration is huge. The management of services within their own compartments is a thing of the past.

The future lies in demonstrating leadership across traditional boundaries, and then putting citizens in control of the services they want and need and of their future design. The skills and experience of everyone in Adult and Community Services will be central to this task.

This plan explains our future priorities and sets out the Department's objectives. Implicit within that is our determination to improve things even further and provide services which offer quality, independence and choice in line with what citizens of Hartlepool tell us they want.

Key Achievements Last Year in Adult Social Care

- The Council has commenced building work (with our partners) on the 'Hartfields' Extra Care Retirement Village at Middle Warren.
- There has been a significant increase in the number and range of people receiving Direct Payments to enable them to arrange their own support and care.
- The numbers of people supported by the Council to live at home continue to compare well to the top performing Councils across the country.
- 100% of assessments have commenced within two days of referral.
- There has been an increase in intermediate care with a corresponding impact on reducing nursing and residential care. Intermediate care is a range of personal care services provided at home to maintain people's independence and prevent them moving into unnecessary hospital/residential care admissions.
- The Older People strategy was published, and the action plan that was developed is now being implemented.
- There has been increased access to services for recuperation and rehabilitation.
- More service users are accessing mainstream sport and leisure facilities.

- Low level floating support schemes have been developed. This is housing related support to help people live in their own homes.
- Telecare Services have been introduced. Telecare is the remote or enhanced delivery of health and social services to people in their own homes by means of telecommunications and computerised systems.
- Work commenced on integration of Health and Social Care Team, with one team now being located in the community.
- Real progress has been made with Connected Care in the Owton Ward. The social audit has been used to develop a model of service delivery.
- There has been an increase in the number of carers assessments.

The Public Opinion of our Services

Recent surveys have found that:-

- Around half of residents were satisfied or fairly satisfied with personal social services provided by the Council.
- 86% of the people who used the department's statutory complaint and representations framework said that the information they obtained was clear and easy to understand and they were either very satisfied or quite satisfied with the quality of the investigation and handling of their complaint.
- A survey amongst people using Direct Payments indicated a very high level of user satisfaction.

A questionnaire seeking carers' views on how the Carers' Grant should be spent and on carers' experience of assessment was sent to over 400 carers in October 2006. Feedback from this has led to an additional commitment concerning provision for emergencies being incorporated into the Hartlepool Multi-Agency Carers' Strategy.

In Community Services

- Improvements to Grayfields Recreation ground, supported by a Football Foundation grant, included a new changing room complex and artificial turf pitch, were completed in Nov 2006. This is complemented by the excellent work undertaken within Sports Development and the Football Development Officer and the Outdoor activities officer in particular.
- The Headland sports hall and fitness suite developed as an extension to the Borough Hall was opened for business in February 2006, usages have exceeded all expectations and new courses are constantly being developed to meet demand.

- The Maritime Festival in July 2006 was very successful, attracting in the region of 60,000 visitors.
- Hartlepool, in partnership with PD Ports and Hartlepool Marina, successfully bid to be Tall Ships Host Port 2010 and work planning this has commenced with key partners. This is an incredible opportunity for the Department and the town as a whole.
- Successful HLF Lottery bid for £250k was submitted to secure the conversion and restoration of PSS Wingfield Castle as an education resource centre as part of the Hartlepool Maritime Experience capital developments. This HLF success was complemented by the success of the Heugh Gun Battery Trust in achieving a £300k HLF award for their restoration and interpretation.
- The Face of Asia exhibition by Steve McCurry, Hartlepool was the only UK venue, this was a resounding success, followed in Dec 2006 with landscape photographer Jo Cornish incorporating locally commissioned work.
- The Library Service hosted the National Children's Book Festival at St Hilds School in November, a sell out and the largest festival of its kind in the country.
- Progress has been made on the 'delivered' book service review, this is expected to be implemented by April 2007.
- The Race for Life has been attracted to Hartlepool for the first time, in June 2007
- The first Hartlepool Youth Games are planned for 2007 as a successor to the Teesside Youth Games.
- The renewal of the Waverley allotment site and the re-establishment of Briarfields allotments have been successfully achieved, the former with involvement from the learning disabilities unit who will be developing a comprehensive practical unit.

Public Opinions of our Services

A Viewpoint survey in early 2006 found that: -

- More than three quarters of residents are very satisfied or fairly satisfied with the borough's Libraries
- Almost 73% of residents stated that they thought overall Cultural facilities which include theatres and museums, have got better in the last three years.
- Over 57% of people are very or fairly satisfied with the overall Cultural and Recreational services provided by the Council

The 3 yearly Mori satisfaction survey was published in February 2007.

Overall satisfaction rates were good:

Service	% Satisfied (NRF)	% (Wider Hartlepool Figure)
Museums/Art Galleries	86%	91%
Libraries	91%	94%
Sports Club Facilities	74%	68%
Youth & Community Centres	74%	74%
Public Parks and Open Spaces	73%	85%

There are also figures for usage of local services which show that public parks and open spaces are the most used (53%), closely followed by libraries (50%) and museums and art galleries (28%).

Margaret Hunt has a copy of the full report if you are interested.



Nicola Bailey – Director of Adult & Community Services

INTRODUCTION

This document is the Adult & Community Services Departmental Plan for 2007/08-2009/10 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

The plan details how the Department will meet the Council's key priorities as stated in the Corporate Plan.

This plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual service plans, that together form part of the Council's overall Service Planning Arrangements. Figure 1, below, demonstrates how the plans are linked:

Tier 1 – Corporate Plan

The Plan details the key, Council-wide, strategic aims/objectives identified as being a priority for the next year. Also included are key actions associated with each aim/objective.

Tier 2 – Departmental Plan

The Plan details the key issues facing the Department over the next 3 years. It also includes a detailed Annual Action Plan stating how they will deliver the relevant key actions identified in the Corporate Plan.

Tier 3 – Service Plan

The Plan will be produced by each individual service within a Department. This will detail the services key aims/objectives for the forthcoming year, and how the service will meet the key actions included in the Department Plan.

This approach ensures that any aim/objective that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall aims and objectives.

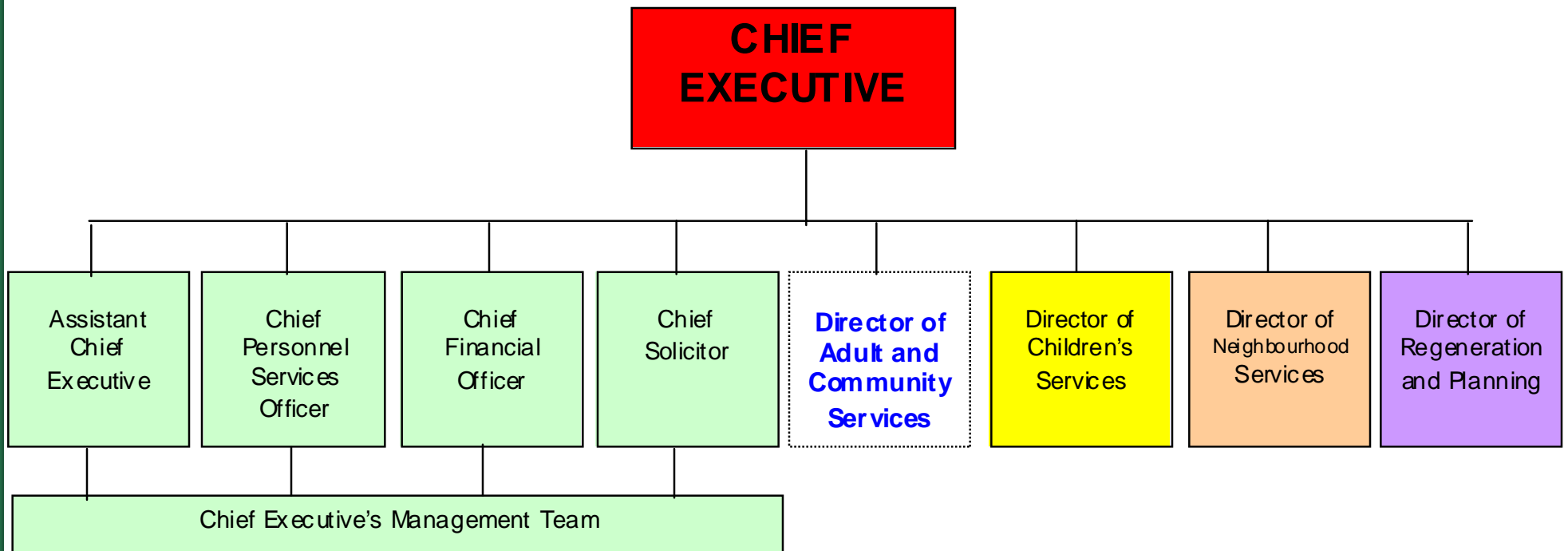
CHAPTER 1

Departmental Structure

This section contains the following:-

1. The Senior Officer structure – DMT and Directorate membership
2. Chief Officer accountabilities
3. Overview of Departmental structure, and where Department sits in overall Authority structure
4. The services that are provided by the Department

CORPORATE MANAGEMENT TEAM



DIRECTORATE



DIRECTOR OF ADULT &
COMMUNITY SERVICES
Nicola Bailey



ASSISTANT DIRECTOR
(ADULTS COMMISSIONING)
Ewen Weir

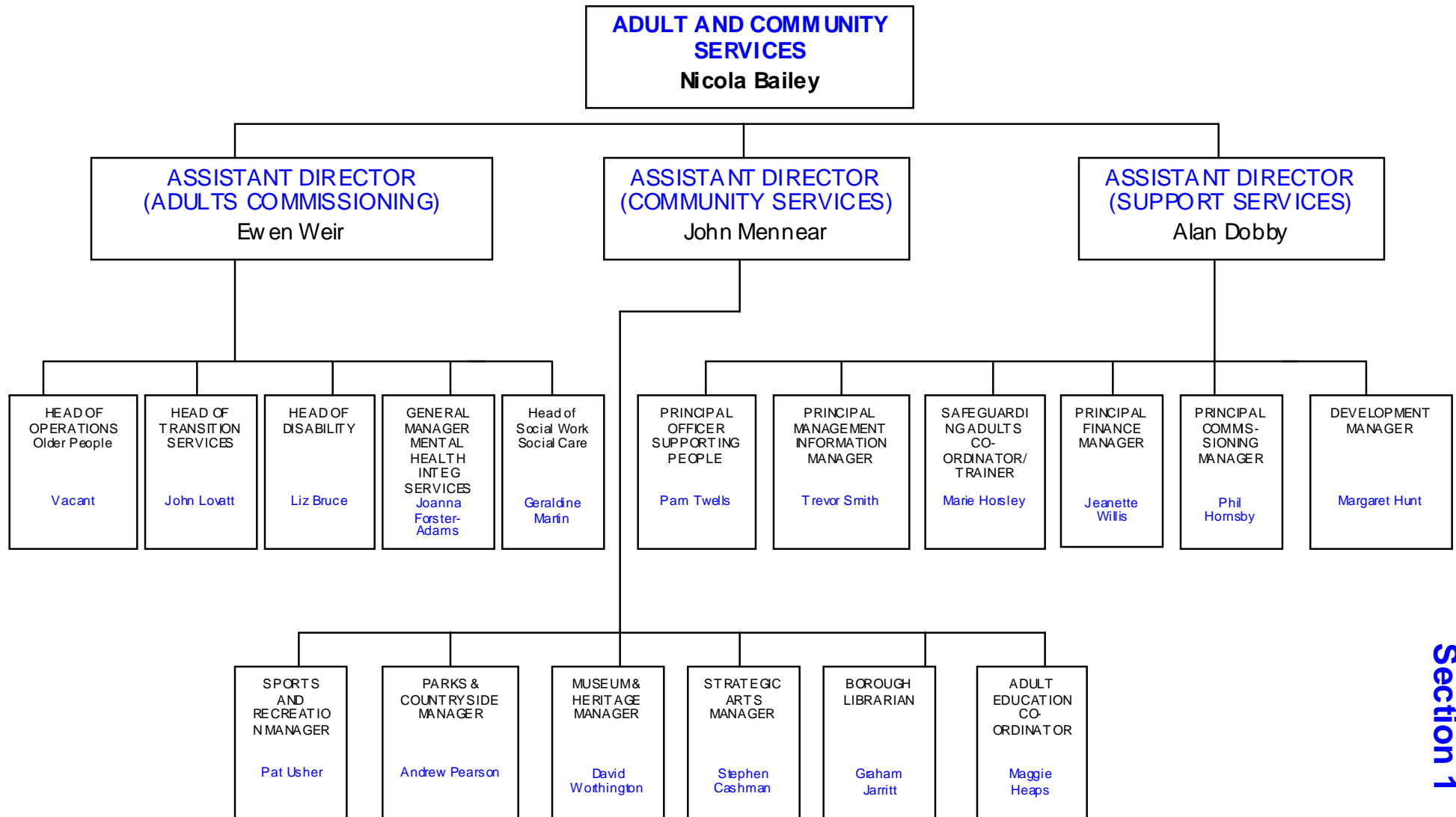


ASSISTANT DIRECTOR
(COMMUNITY SERVICES)
John Mennear



ASSISTANT DIRECTOR
(SUPPORT SERVICES)
Alan Dobby

DMT STRUCTURE



Section 2

CHIEF OFFICER ACCOUNTABILITIES

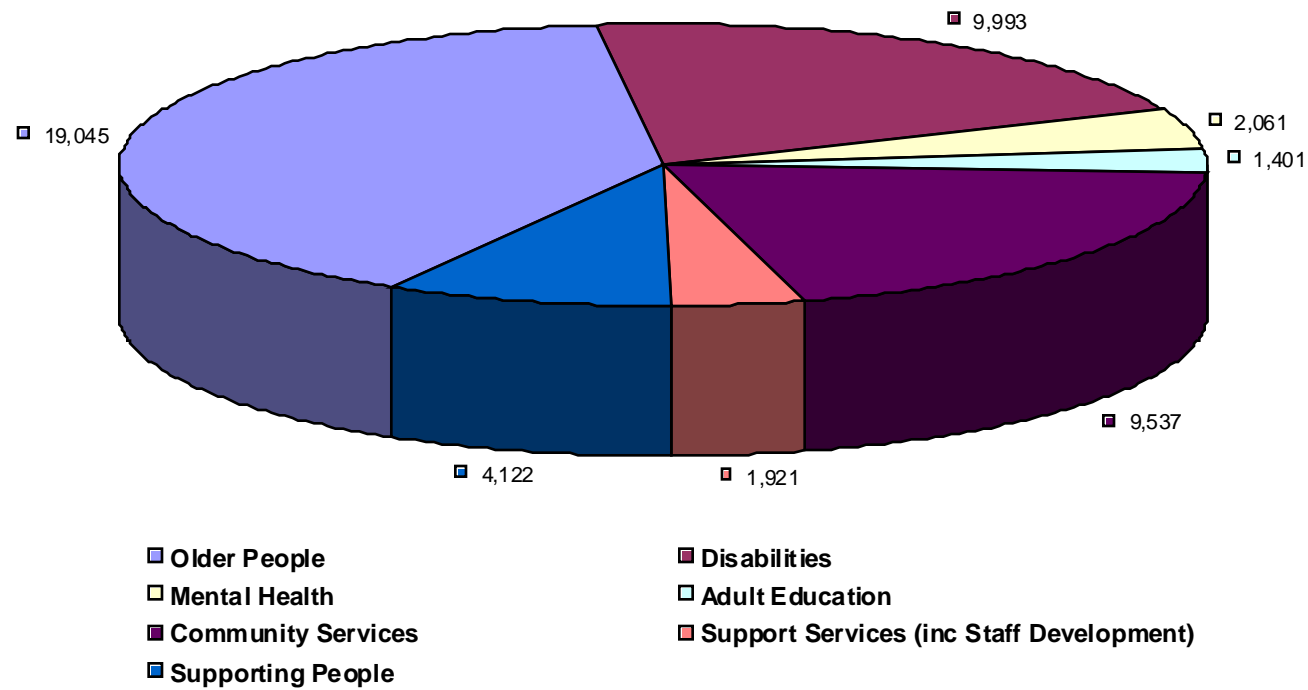
The new Adult and Community Services Department has a net budget in excess of £27m and over 600 staff working in the following divisions:

<i>Assistant Director Adult Commissioning</i>	<i>Adult Social Care services</i>	<i>Ewen Weir</i>
<i>Assistant Director Community Services</i>	<i>Community Services Adult Education</i>	<i>John Mennear</i>
<i>Assistant Director Support Services</i>	<i>Support Services</i>	<i>Alan Dobby</i>

The Department is starting to build innovative joint projects – initiatives that have been highlighted by the bringing together all services for adults. The formal structure provides the opportunity for further integrated approaches.

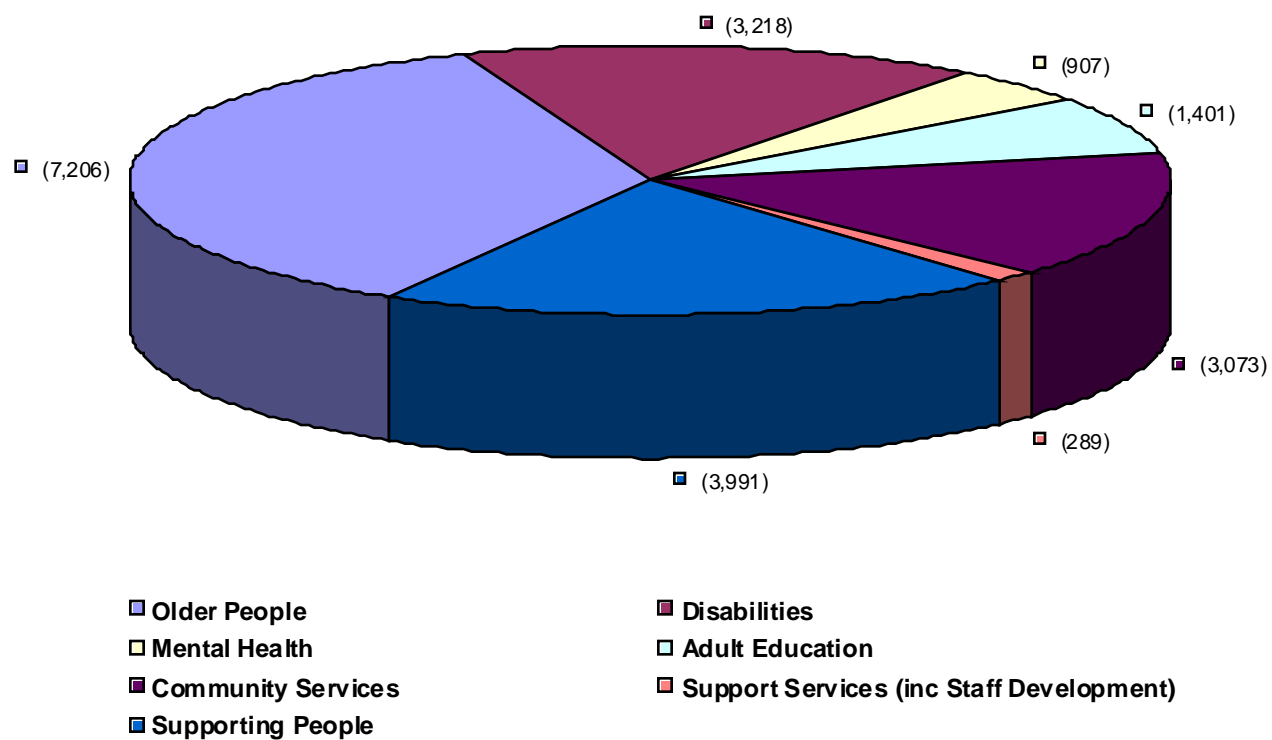
GROSS EXPENDITURE £ 000's - ADULT & COMMUNITY SERVICES
2007/2008

TOTAL GROSS EXPENDITURE - £48,081,000



INCOME £ 000's - ADULT & COMMUNITY SERVICES 2007/2008

TOTAL INCOME £20,084,000



Section 3

This section contains the Department structure and an overview of the overall Local Authority structure.

ADULTS DIVISION



ASSISTANT DIRECTOR
(ADULTS COMMISSIONING)
Ewen Weir



HEAD OF SOCIAL
WORK/SOCIAL CARE
Geraldine Martin

HEAD OF
OPERATIONS
OLDER PEOPLE
Vacant



HEAD OF TRANSITION
SERVICES
John Lovatt



HEAD OF
DISABILITY
Liz Bruce



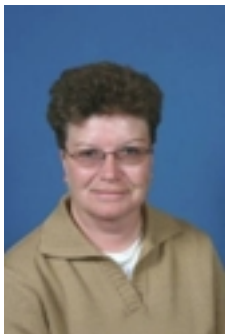
GENERAL MANAGER
MENTAL HEALTH
Joanna Forster-Adams

COMMUNITY SERVICES DIVISION



ASSISTANT DIRECTOR
(COMMUNITY SERVICES)

John Mennear



SPORTS AND
RECREATION
MANAGER

Pat Usher



PARKS &
COUNTRYSIDE
MANAGER

Andrew Pearson



MUSEUM &
HERITAGE
MANAGER

David Worthington



STRATEGIC ARTS
MANAGER

Stephen Cashman



BOROUGH
LIBRARIAN

Graham Jarritt



ADULT
EDUCATION
CO-ORDINATOR

Maggie Heaps

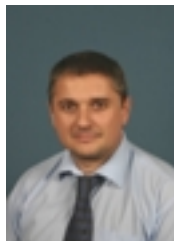
SUPPORT SERVICES



ASSISTANT DIRECTOR
(SUPPORT SERVICES)
Alan Dobby (CO)



PRINCIPAL
FINANCE
MANAGER
Jeanette
Willis



INFORMATION
MANAGER
Trevor Smith



PRINCIPAL
COMMISSIONING
MANAGER
Phil Hornsby



SAFEGUARDING
ADULTS
CO-ORDINATOR /
TRAINER
Marie Horsley



DEVELOPMENT
MANAGER
Margaret Hunt



PRINCIPAL
OFFICER
(SUPPORTING
PEOPLE)
Pam Twells

Section 4

SERVICES PROVIDED

Services that are provided by the department. Here is an overview of each part of the Department.

COMMUNITY SERVICES



Adult Education

The Service works in partnership with a range of agencies to ensure that access is both locally available and varied. There is continual consultation with these partners to make sure provision contributes to local, regional and national priorities for learning.

Around 50% of our courses lead to an accreditation, and these include opportunities to gain vocational qualifications. We also provide a range of opportunities that are designed to encourage participation in learning.

The Services receives the majority of its funding from the Learning and Skills Council; with a total LSC grant for 2006-2007 of approximately £900,000. Additional funding is received from other funding agencies such as the Single Regeneration Budget and European Social Fund.

In addition to over 50 staff, including 35 tutors, we employ development and support teams to ensure that under represented priority groups are not disadvantaged from accessing provision.



Culture and Leisure Services

Culture and Leisure Services cover a wide range of facilities and activities provided by Libraries, Parks and Countryside, Sport and Recreation and Arts, Museums and Events. The total budget for these services is £6.1m, and over 300 staff are employed. Areas of work include:

- The provision of Museum and Heritage support services including the Museum of Hartlepool and Hartlepool Art Gallery, the PSS Wingfield Castle and the Hartlepool Historic Quay; in partnership with HMS Trincomalee. The Marina based attractions are marketed as the Hartlepool Maritime Experience.
- Town Hall Theatre and Borough Hall with associated arts events and activities. Main events include the biennial Maritime Festival and the Seaton Carew fireworks display.
- The central library and reference service is complemented with a six branch library network, a mobile library and a bookbus service and home library service.

- Access to open spaces through four parks, six Local Nature Reserves, fifteen playgrounds, 1040 allotments and Summerhill Country park.
- Opportunities for sport and recreation through sports development schemes and through facilities such as Mill House Leisure Centre, Eldon Grove, Headlands Sports Centre, a managing arrangement with Brierton Sports college, sports pitches and outdoor bowling greens.
- The archaeological service for Teesside; and the joint archive service for Teesside.
- Community Centres, available for use by voluntary organisations and the community, providing a wide range of services and facilities e.g. drop-in advice surgeries, benefit campaigns, training and workshops.
- Foreshore services, including beach lifeguards and amenities.

Much of the section's work is delivered in collaboration with external partners and significant funding is sourced from regeneration schemes, government agencies and income generation.

Our work not only responds to community interest in the core areas, but also plays an important role in contributing to health and well-being, tourism, lifelong learning and environmental management within the Borough. Cultural Services feature in the upper quartiles of 'Best Value Performance Planning' annual national tables.



Adult Social Care

Strategies for Adult Social Care Services in Hartlepool are well developed through the work of local interagency planning teams. There is a rich and varied range of stakeholders involved in these planning processes, with user and carer participation being a strong feature. Adult Care Services, as measured by the Performance Assessment Framework, are rated as 2 Star (out of a maximum of 3).

There are plans to integrate Adult Social Care Services with the PCT and other NHS services. Older People's teams are already integrated into three geographic teams with PCT nursing colleagues. These teams will move to integrated management by 2008.

Plans are also in progress to integrate Physical Disability Services and PCT Long Term Conditions. By 2008 there will also be an integrated Learning Disability Service with the Tees Esk and Wear Valleys NHS Trust.

There is also a project called Connected Care with aims to provide a "locally owned" service comprising a multi-agency partnership between Hartlepool Council, the PCT and a range of community groups.

Finally Adult Social Care is a national pilot for "In Control" – Total Transformation which aims to ensure all service users/carers will have a right to choose an individual budget in order to purchase services for themselves. This will commence in 2007 and be phased in over 2 years.

Older People Services

With a gross budget in excess of £19 million, we provide services to more than 3000 people and have over 220 staff, including a small in-house rapid response home care team. All other direct provision is purchased from independent providers.



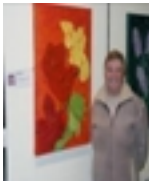
The Multi-Link Team, who respond to assist hospital discharges and to prevent admission, has won a national award for excellence.

The Duty Team is the main first point of contact for people wishing to access support to meet the social care needs of themselves or others. It is based at the Civic Centre.

Assessment and care management is currently provided by three geographically based teams and a Long Term Care Management Team. They ensure support and services are provided to meet the eligible needs of older people and their carers.



Depending on their assessed needs people may be enabled to access home care, occupational therapy or other support to remain at home. In some cases they may be assisted to enter residential care.



Learning Disability Services

There are currently more than 250 people with learning disabilities receiving help and support from a social care team of around 60. The total gross budget for learning disabilities in 2005/6 is over £6 million, including money transferred from health services to provide for continuing needs. Direct provision by the Council is limited to the Day Opportunities Service.

Support Staff based at Warren Road enable people with learning disabilities to access a range of day opportunities in mainstream community settings of their choosing.



The emphasis is on including people in all aspects of community life, developing skills, building on social networks and gaining experiences which lead to fulfilling and rewarding lives (employment, education leisure and recreating, arts, drama, etc).

For people with more complex physical health care needs, therapy based services are available, including physiotherapy, speech therapy and other sensory programmes. However, support is also available on a one to one basis to enable people with more physical health care needs to access other community activities.

The service can be accessed following a community care assessment of need by a social worker or community nursing health professional in learning disability services.

The Employment Link Team have won the National Social Services Team of the Year Award.

Mental Health Services



Mental Health Services for adults under 65 are now fully integrated with the NHS Trust providing services to Hartlepool. The total Council mental health gross budget is £2 million, and the integrated service offers provision to over 1000 people. There are 35 local authority employees working in the integrated service at present.

A number of specialist teams provide assessment, care planning and support to people living in the community. The Integrated Day Service also provides assistance to people with a mental health problem and their carers.

There is hospital care available if required, along with post discharge support and rehabilitation.

The Dual Diagnosis Service, based in Whitby Street, provides advice, treatment and support for people who misuse alcohol and/or drugs.

Confidential emotional support can be accessed via the Mental health Matters Helpline (0845 045 7110).



Service to People with Physical or Sensory Disability

Services to people with disability are currently managed within the Disability Business Unit. With a gross budget of £1.8 million, we provide services to over 600 people with the help and support of 20 staff.

One Social Work/Care Management team provides assessment and care management support to people with learning disabilities, and another provides for people with physical disabilities.

The Community Support/Sensory Loss team supports people with learning disabilities in their own homes. This helps with personal care and daily living skills.

Sensory Loss provides specialist assessment and rehabilitation programmes including equipment for people across age ranges.

The Employment Link team supports disabled people and people with mental health problems into paid work.

A small Occupational Therapy team focuses on rehabilitation and promotion of independent living for people with a disability.

Support staff at Havelock Centre promote and enable people with physical disabilities to access opportunities within the centre and within the wider community.

The emphasis is on developing skills, building social networks and gaining experiences which lead to fulfilling and rewarding lives (employment, education, leisure and recreating, arts, drama, etc).

Support Services



Support Services provide specialist assistance at Departmental level. A restructure is currently underway, but the functions delivered will include:

- Management Information; information technology; and support to performance management.
- Financial planning and management; and creditor/debtor processes.
- Specialist support to commissioning, contracting and procurement processes.
- Planning of commissioning the Supporting People programme on behalf of the partnership.
- Workforce planning and development; Quality Assurance; and organisation development/governance.
- Safeguarding Adults; and complaints for the department.

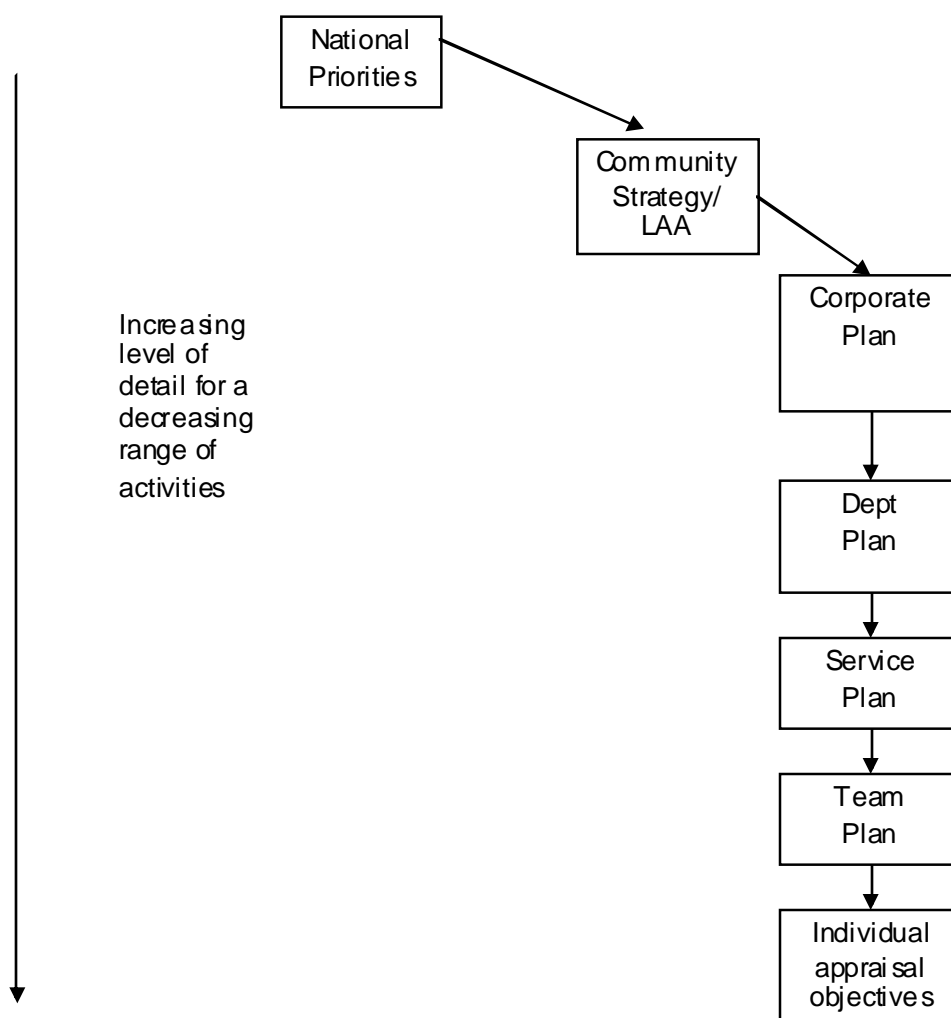
Our focus is on maintaining and improving services for those who use them, and ensuring that the Department works effectively within the wider local authority, and partnerships. This will include leading and ensuring efficiency savings, and re-engineering of business processes.

CHAPTER 2

Performance Management Framework

We have adopted a performance management framework to ensure that national and local targets are translated into departmental, service, team and individual objectives and targets. The Government's targets for Adult and Community Services have been adopted by the Local Strategic Partnership and are within the Local Area Agreement alongside locally agreed priorities and targets.

The following diagram illustrates how this framework cascades the national and local targets throughout the organisation.



Our challenge is to be more explicit about what we intend to do and ensure everyone within the department understands their responsibilities identified so they understand how and what they do contributes to the council's strategic objectives.

To this end as well as having Departmental and service plans, we will be:

- Developing Commissioning Strategies to identify how we are going to meet the future needs of people who require adult social care services
- Continue to develop service specific business cases for all new developments, eg, the H₂O Centre
- Further develop Business Planning to engage our employees in developing team plans and targets
- Ensure our staff have access to regular support and appraisal opportunities linked to continuing personal and professional developments.

External Performance Management

In addition to internal performance management Adult Social Care is rigorously performance managed through CSCI (Commission for Social Care Inspections), with an annual DIS (Delivery and Improvement Statistics) process, Annual Review of Performance which examines PI Performance, and progress against a number of key areas this culminating with an annual performance rating.

In 2006 CSCI judged Hartlepool as 2 stars and serving most people well.

Adult Education is also subject to periodic inspection by the Adult Learning Inspectorate.

Monitoring and Reporting

The action plan detailing how the department will meet its main aims/objectives for the forthcoming year will be monitored constantly, and a quarterly report will be given to Portfolio Holders to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an aim/objective or specific action from the annual departmental plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances.

Any amendments to the plan will only be made with full agreement of the relevant portfolio holder(s).

Communication

The Department has developed a statement of communication standards. This detailed standards re. internal communications and will cover team meetings, minutes, management forum and the use of the department hard drive.

As a new department it is essential to have a coherent approach to internal communication. At the Management Forum we have looked at a number of issues which impact on the whole department but give managers across the whole department the opportunity to meet, work together and explore linkages. This will continue to be built on over the next year.



With our wider audience we have a Public Engagement strategy which was originally developed for Social Services Department. This has been developed to cover the whole department. We have a range of meetings with our providers of social care to discuss developments and policies.

We meet with key stakeholders to discuss performance as follows:

- CSCI regular quarterly meeting
- LSC (Learning & Skills Council)
- LSP – themed partnership discuss their performance with the public via an annual event. These occur for the following themed partnerships:
 - Health & Wellbeing
 - Lifelong Learning and
 - Culture and Leisure

They provide a valuable opportunity to discuss key issues and progress.

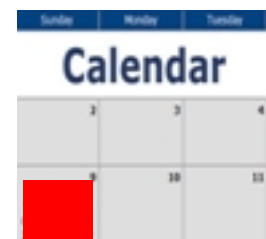
More formal links with the Voluntary Sector will also be developed.

The Community Portal and Council website have recently been replaced, and we will be using this as a medium for people to access information and services. An intranet provides a similar function for staff.

Reviewing the Plan

As previously explained the annual action plan will be constantly monitored and reviewed, with any proposed changes being presented to portfolio holder for agreement.

The overall departmental plan also contains the key priorities for the next three years that will affect the department. Naturally these will change over time and will need to be reviewed and updated to reflect these changing priorities. As a revised Departmental Plan will be produced on an annual basis the overall priorities will be reviewed on an annual basis and reflected in future years departmental plans.



CHAPTER 3

Priorities



Vision Statement

The Department's guiding vision is to encourage comprehensive and collaborative links across a wide number of services and agencies – thus providing greater opportunities for people to learn; to be better able to access relevant vocational, cultural and leisure activities; and for care to be delivered in responsive, person-centred ways.

Through this vision we aim to make social inclusion a reality for all; provide opportunities that will increase independence and choice for individuals; enhance environmental and economic well being; and, by means of greater involvement and control, provide a climate in which people will stay fit, involved and enjoy well being.

The Policy direction for the Department comes from the following initiatives:

- Implementing the Framework For the Future of the Libraries
- The Game Plan in Sports and Recreation
- Renaissance in the Regions in Culture
- Implementing the vision in the White Paper 'Our Health, Our Care, Our Say'.

Priorities

The priorities for the Department are developed as a result of national and local priorities and the next 2 years they are as follows:

- Develop a Joint Commissioning Team in conjunction with Hartlepool Primary Care Trust (HPCT)
- Development of integrated teams with Hartlepool PCT, Tees Esk and Wear Valley NHS Trust for Older People and working age adults
- Supporting carers to continue to care via the development of new support, Direct Payments and short break options
- Implementing new commissioning models including Connected Care and examining regional efficiency approaches (eg. regional procurement)
- Modernisation of disability services to focus on social inclusion and community participation
- Development of self directed services for vulnerable adults

- Having a robust approach to risk and asset management which is firmly embedded in the business planning process
- Developing a public access strategy covering indoor facilities and sports facilities.
- Increasing access to cultural, leisure and community learning activities
- Review the Cultural Strategy
- Develop the H₂O Delivery Plan
- Development of a Tall Ships Delivery Plan
- Responding to the Supporting People Inspection findings
- Development of a Department wide efficiency strategy which incorporates ICT and BPR (Business Process Re-engineering)
- Development of a Voluntary Sector Strategy
- Development of an Older People Housing care support and commissioning strategy in partnership with housing and Supporting People low level
- Development of a Preventative Strategy
- To develop a Department wide response to Business Continuity, Risk and Emergency Planning.
- Develop the Management Team to ensure the provision of synergy, and better ways of working.
- Achieve Investors In People Award
- Achieve Level 3 Equality Standard. Ensure INRAs/DIAs are completed
- Accommodation
- Information Sharing
- Links (Local Involvement Networks) Development (for public engagement re Health and Social Care)

CHAPTER 4

Workforce Planning

Introduction

The Adult and Community Services Department employs over 650 people in a wide and diverse range of jobs. All of these jobs contribute to providing services or arranging responses to and with the people living in the town. The Department is committed to developing its workforce to enable us to deliver the highest quality service.

Nationally the government has set a challenging agenda designed to improve outcomes for people who use services. They have also set monitoring inspection and audit arrangements that provides feedback on performance. The department takes this accountability seriously and is committed to monitor quality and seek continuous development.

Analysis of Workforce

The Department is fully committed to the IIP standard which provides an excellent framework for managing and developing the Department's most important asset which is its workforce. The three former departments were separately accredited to IIP. The Department will aim to obtain accreditation either in its own right, or as part of a corporate approach to gaining IIP.

The qualifications audit carried out in 2006/7 will allow us to provide staff data on:

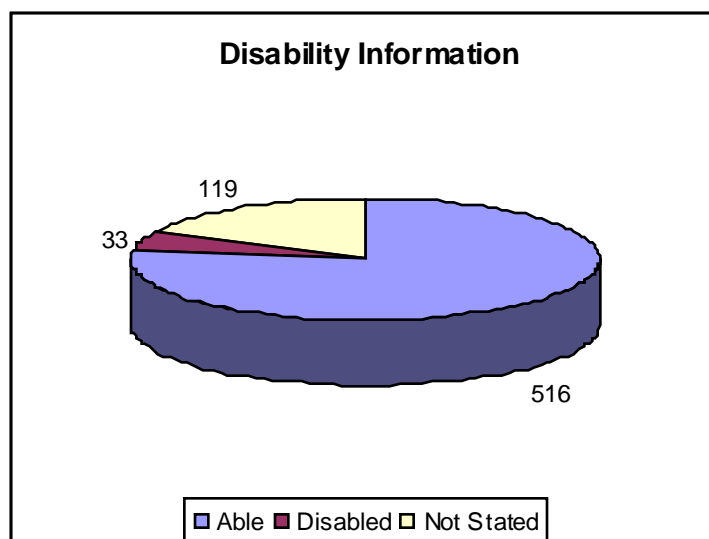
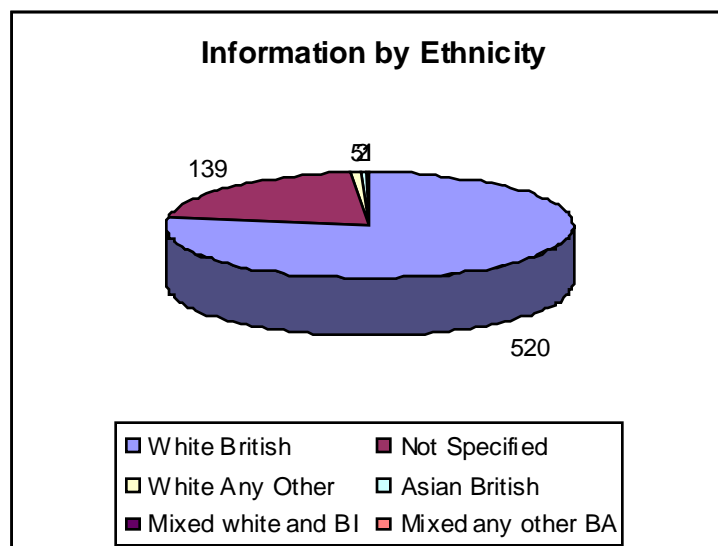
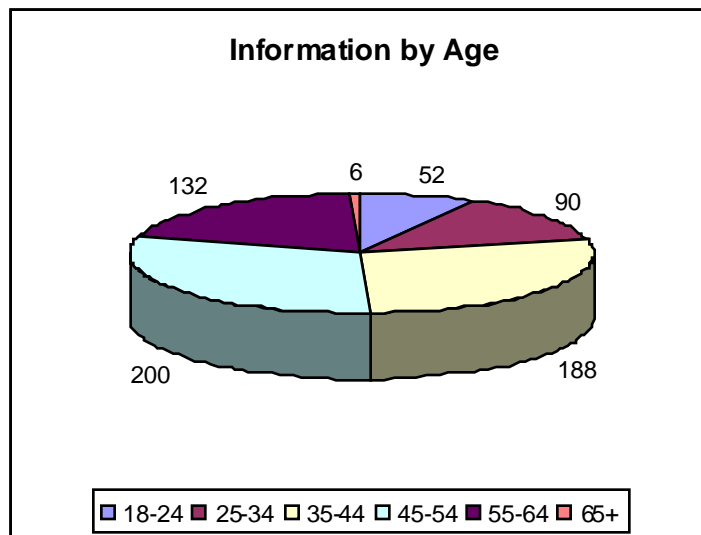
- Staff numbers
- Qualifications held
- Qualification needs

A database has been developed and work to input a complete set of staff data will be completed in the final quarter. From April 2007 data recorded on this system will also include records of training & development activity.

The information on the system can be accessed in detailed or summary formats as required and will be accessible to senior management for equality and financial monitoring. It will also provide statistical information to support departmental and service planning and government submissions.

Breakdown of grades cannot be provided by the database at this point but it is anticipated that as the system develops a field will be entered. Staff turnover will be recorded on the database. Information at this time suggests that a high percentage of staff hold or are working towards the appropriate qualification for their current post.

Total staff at April 2006 was 668 and various staffing information is detailed below .



Key Workforce Issues

Traditionally there have been recruitment difficulties in Social Care. The Department has traditionally adopted a range of approaches to ensure we can recruit and retain social workers. This included a 'grow your own' approach.

Arrangements for Workforce Planning

What has been done

Throughout the year there has been considerable activity in reviewing every aspect of the Department's operational activity, and several key strategic shifts have been captured in the Community Strategy/LAA corporate Plan.

Workforce Development in Adult and Community Services has been supported through the existing arrangements of the three departments that formed Adult & Community Services. In the first quarter of 2007/8 the establishment of a Workforce Development Team is planned for the department.

A key aim is to ensure consistency of approach in workforce development across the workforce. To ensure this could happen, a qualification audit of the whole department was carried out to capture information on the benchmarked qualifications. The resulting staff training database will continue to be updated and will be an essential tool for workforce and training planning for the future.

A scoping exercise to identify the size and profile of all agencies and partnership organisations that provide care services for adults in Hartlepool including private and voluntary providers of services has taken place. Partner agencies are consulted and involved in the identification and access of benchmarked qualifications and training. The qualifications and skills of the workforces within these organisations will be established and accessed through the National Minimum Data Set for social care database.

What is planned

In the next year the department expects to see changes:

- Through restructuring of posts to provide more specific service focus
- Moves in Adult Services Social Care to individualised budgets for service users and self directed care
- Integration of Health and Social Care teams
- Implementation of the white papers 'Our Health Our Care Our Say' and 'Strong and Prosperous Local Communities'.

Access to departmental training budgets will be through workforce development plans linked to operational plans. Each section's workforce development plan should capture their key workforce development needs, the plans and resources in place to meet them and how they link to the objectives identified in their service plans. The workforce development plan is focused on development needs at section level but some of the development needs may well be cascaded down into Personal Development Plans.

A workforce development plan will be included at the end of each operational plan. In addition, all the department's workforce development plans will be collated into a single Adult & Community Services workforce development plan.

Succession planning arrangements

We need to develop a recruitment and retention strategy that will address, amongst others, providing career development and comprehensive training opportunities to build on existing achievements of 'grow your own' opportunities. Further work will be undertaken during the year to progress this.

Management development

There have been considerable demands on all managers of the first year of operating after reorganisation and the LDMP programme has provided a solid base for those who have completed it. We aim to ensure managers have the resources and mechanisms required to enable them to get the best outcomes, manage talent and ensure sharing of knowledge.

Development and Core

Training to meet legislative requirements and departmental standards will continue to have high priority in budget allocation.

Basic skill levels

Basic skill levels are being raised through the introduction of a number of initiatives. Further work will be done to roll out this procedure in the department.

Priorities

What skills our workforce of the future will need

Creation of the Adult & Community Services Department has seen many different professions brought together. The future workforce will require the ability to work flexibly in integrated and multi-agency settings.

Where we are now

Although the Adult and Community service workforce is embracing the ethos of joined-up integrated working, more work is needed to support this. At present different areas of the workforce have different profiles and access to qualification and development training.

In Adult Services there is also a lack of links between different professions' qualifications, leading to limited opportunities for people to move between professions. This may be addressed by national initiatives such as the planned Integrated Qualifications Framework (see below).

How the gap will be filled

Joint training and development programmes have been established in adult, disability and mental health services to support national minimum standards for care and improve integrated working and information sharing practice between agencies. This will continue in 2007/8 with joint training and development opportunities in areas such as safeguarding adults, mental capacity act, moving and handling, dementia awareness, and outcome focussed training, diversity and valuing people initiatives.

Development of the wider social care workforce

Part of the process will be the plan for working with the Independent Sector.

How we will ensure that workforce planning is part of the planning process

Operational planning mechanisms on workforce development for senior managers are being developed within the department. Workforce development and training planning by individual heads of business units and managers is being developed.

All Adult & Community Services in Hartlepool need to collaborate positively to develop effective workforce strategies and plans.

CHAPTER 5

ADULT & COMMUNITY SERVICES				
Corporate Plan objective: Links to Corporate Plan – LAA9 Improved health – reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods. (Independence, Well-being and Choice outcome)				
Departmental Plan Objective: To develop proactive approaches to prevention of ill health by implementing actions within the Public Health Strategy and Action Plan				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C1.1	Manage Health and Care NRF Programme effectively to ensure LAA targets are met and programme stays within budget,	March 08	MH	
A&C1.2	Deliver Physical Activity Actions(or the Public Health Strategy) set within 2007/08 Action Plan	March 08	PU	
A&C 1.3	Increase number of GP referrals completing 10 week programme of activity.	March 08	PU	
A&C 1.4	Develop Adult Mental Health Commissioning Strategy	July 07	CB	
A&C 1.5	Implement Action Plan of the Public Health Strategy, including those associated with Mental Health and Healthy Eating.	March 08	CB/MH	
A&C 1.6	Reduce mortality rates by 2010 from suicide by at least 20%.	March 08	CB	
A&C 1.7	Achieve general health screening in overview assessments.	March 08	EW	

Corporate Plan objective: Links to Corporate Plan LAA11 To support vulnerable adults to exercise choice and control and to retain dignity in all aspects of their life.				
De partm ental Plan Objective: To ensure all service developments have involvement from service users and their carers.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 2.1	Increasing the number of people with a disability accessing education, leisure, sports and recreation opportunities by 10%.	March 08	LB	PI
A&C 2.2	Implement plans for involving users and carers in: <ul style="list-style-type: none"> Commissioning Service development & evaluation Staff Training 	March 08	EW	
A&C 2.3	Undertake a review of advocacy services with a view to increasing quality and range.	September 07	EW	
A&C 2.4	Ensure agreed protocols are in place and implemented for the transition of Service Users between age specific services.	March 08	EW	
De partm ental Plan Objective: To increase the proportion of people who commission their own services.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 2.5	Increase the number of people using Direct Payments and Self Directed Care.	March 08	EW	
De partm ental Plan Objective: To work with Landlords and Supporting People to increase the number and range of supported accommodation options.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 3.1	Implement Supporting People Strategy			
A&C 3.2	Progress Hartfields development, via eligibility criteria for personal care.	June 07	JL	
A&C 3.3	Progress Hartfields development via contracts for Housing Support.	March 08	PT	

A&C 3.4	Review Adults Placement Schemes with a view to increasing the range and quality.	September 07	PH	
A&C 3.5	Implement the agreed actions from the Telecare Strategy.	March 08	EW	
A&C 3.6	Increase the nature and range of housing options for vulnerable adults.	March 08	EW	
Departmental Plan Objective: To ensure a culture of person centred practice so that service users and their carers are at the centre of planning their support.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 4.1	Ensure all assessments are person centred and outcome focussed.	March 08	EW	
Corporate Plan objective: LAA12 Mental Wellbeing – To promote a positive approach to the mental wellbeing of Hartlepool residents.				
Departmental Plan Objective: To increase social inclusion for people with mental health issues.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 5.1	Implement the social inclusion strategy and action plan to ensure increase social inclusion for people with mental health issues.	March 08	CB	
A&C 5.2	Ensure Community Services are easily accessible to vulnerable groups and contribute to the preventative mental wellbeing agenda.	March 08	GJ/AP	
Corporate Plan objective: LAA13 Access to Services – to support easier access to services which are integrated and tailored to individual need				
Departmental Plan Objective: To work with the community in Owton to design and implement a Connected Care Scheme.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 6.1	Implement and evaluate the Connected Care Pilot in Owton	March 08	EW	
Departmental Plan Objective: To implement Vision for Care in conjunction with Hartlepool Primary Care Trust			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs

A&C 7.1	Progress the implementation agenda	March 08	EW	
A&C 7.2	Develop joint commissioning team responsible to both the LA and PCT.	December 07	EW	
Departmental Plan Objective: To ensure that services are culturally sensitive and are able to respond flexibly to the diverse needs of the community.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 8.1	Increase number of people from BMEC who have an assessment and receive culturally sensitive services.	March 08	EW	
A&C 8.2	Ensure assessment and Care Management Processes reflects Hartlepool's diverse community.	March 08	EW	
Departmental Plan Objective: To support easier access to universal services and targeted services which will be tailored to individual needs at a neighbourhood level.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 9.1	Develop a strategy for neighbourhood working.	March 08	EW	
Departmental Plan Objective: To ensure services are fully compliant with the Disability Discrimination Act.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 10.1	Implement buildings audit.	March 08	AD	
Corporate Plan objective: Links to Corporate Plan – To develop the capacity of the voluntary independent and community sector to respond to the challenges of the White Paper in supporting vulnerable members of society				
Departmental Plan Objective: To develop appropriate partnerships with the voluntary sector by developing a co-ordinated strategy.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 11.1	Develop a comprehensive strategy with the voluntary sector outlining the plans for commissioning and delivery of services.	March 08	NB	

A&C 11.2	Provide targeted financial assistance to the voluntary sector through grant giving in accordance with established criteria for 2007/08.	March 08	PU	
Departmental Plan Objective: To ensure that carers are supported effectively to support their family members for as long as they wish.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 12.1	Continue to implement Carers Strategy and action plan.	March 08	JW	
A&C 12.2	Review and revise contracts with Hartlepool Carers.	March 08	PH	
A&C 12.3	Increase: <ul style="list-style-type: none"> - The number of carers who have a carer's assessment from 867 to 1600 - The number of carers receiving services in their own right 282 to 420. - The range of information and short breaks to support carers. 	March 08	EW	
Corporate Plan objective:				
LAA25 Meeting Housing and Support Needs				
Departmental Plan Objective: To provide support services to increase the opportunity for residents to live independently in the community			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 13.1	Increase the number of people supported to live in their own home and enabling them to access mainstream services.	March 08	EW	

Departmental Plan Objective:				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 14.1	Develop a strategic supported living plan for older people	September 07	EW	
Departmental Plan Objective: To carry out enforcement duties and deliver high quality services through efficient and effective use of resources.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 15.1	Review and implement the supporting people strategy (Strategic Housing Ref SH020)	September 07 March 08	Pam Twells	
Departmental Plan Objective: To provide accommodation and services for vulnerable people (including the homeless, disabled and mentally ill), and to increase the opportunities for residents to live independently in the community				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 16.1	Actions included above.			
Corporate Plan objective: Links to Corporate Plan – LAA29 Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport				
Departmental Plan Objective: Develop and improve cultural and leisure facilities and events.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 17.1	Provide support for the Culture and Leisure Theme Group Partnership to contribute to the Hartlepool LSP – including performance management.	March 08	JM	
A&C 17.2	Achieve service accreditation for at least two service areas at a total of four sites.	January 08	PU/AP	
A&C 17.3	Agree key milestones for the delivery of H2O by 2012.	July 07	JM	

A&C 17.4	Agree Action Plan and key milestones for the delivery of Tall Ships in 2010.	July 07	JM	
A&C 17.5	Develop milestones and strategies to deliver improvements of facilities and services areas.	March 08	PU/ DW/ GJ/ AP/SC	
A&C 17.6	Host at least two regional sporting and recreational events	December 07	PU	
A&C 17.7	Review Hartlepool Cultural Strategy	March 09	JM	
Departmental Plan Objective: To ensure the public have access to a wide range of information about leisure, culture and sporting opportunities in a variety of accessible mediums.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 18.1	Review of all Community Services service literature to be undertaken to confirm information availability and identify gaps.	March 08	SC/GJ/JM/ AP/PU/DW	
A&C 18.2	Establish key centralised information points across the town and publicise these.	March 08	SC/MHe/GJ/ AP/PU/DW	
Corporate Plan objective: Links to Corporate Plan – LAA 30 Cultural and Leisure Services, including libraries, better meet the needs of the community, especially disadvantaged areas				
Departmental Plan Objective: To increase opportunities for participation in a wide range of cultural and leisure activity focussing on areas of disadvantage.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 19.1	Conduct review of concessionary charging policy across Community Services with a view to establishing one consistent approach.	July 07	SC/GJ/PU/AP/DW	
A&C 19.2	Develop Action Plan with key milestones for the targeted promotion of services and activities which embrace diversity and increase social inclusion.	March 08	JM	
A&C 19.3	Implement the delivered library services review and action plan.	July 07	GJ	
A&C 19.4	Deliver “Arts at the Strategic Centre”, action plan to improve arts promotion networking and partnership developments.	March 08	SC	

A&C 19.5	Provide Library services targeted towards hard to reach groups and individuals.	March 08	GJ	
A&C 19.6	Deliver Renaissance in the Regions initiatives to improve access to services and develop new audiences.	March 08	DW	
Corporate Plan objective: Links to Corporate Plan – To maximise the opportunities for disabled people to enter paid employment				
Departmental Plan Objective: (Service Plan) To increase the number of socially excluded adults in paid employment			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 20.1	To ensure Disability and Mental Health services increase the numbers of socially excluded adults in paid employment.	March 08	EW	
Corporate Plan objective: Links to Corporate Plan – LAA 8 Increase provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation, and build social justice.				
Departmental Plan Objective: To increase universal access to high quality learning and skills opportunities.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 21.1	Increase percentage of adults holding nationally recognised qualifications.	March 08	MHe	
Departmental Plan Objective: To increase universal access to high quality learning and skills opportunities from disadvantaged/socially excluded groups.			Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 22.1	Increase participation in learning from priority groups.	March 08	MHe	

Corporate Plan objective: Links to Corporate Plan – Improve the natural and built environment and ensure the proper planning of the area..				
Departmental Plan Objective: Develop the Councils Long Term Accommodation Strategy and manage the Councils asset base via an integrated “Capital Strategy / Asset Management Plan”				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 23.1	Agree Capital Strategy/Asset Management Plan for the Department.	September 07	AD	
Departmental Plan Objective: Maximise funding contributions from developers and other funders for play and recreational service development.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 24.1	Develop and adopt the PPG17 open space strategy and indoor sports facility strategy.	September 07	JMAP/PU	
Corporate Plan objective: Links to Corporate Plan – Strengthening Communities – Empower local people to have a voice, especially hard to reach groups.				
Departmental Plan Objective: Improve Public Engagement with hard to reach groups which will act on qualitative information/feedback from citizens				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 25.1	Develop and implement the public engagement strategy.	March 08	AD	
A&C 25.2	Develop and implement LINKs public engagement	March 08	MH	

Corporate Plan objective:				
Links to Corporate Plan – Organisational Development Priorities				
Departmental Plan Objective: To implement a performance framework which includes, service and team planning process				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated Risks
A&C 26.1	Produce department, service, and team plans, and monitoring arrangements.	March 08	MH	
Departmental Plan Objective: Ensure robust risk management arrangements are in place				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated Risks
A&C 27.1	Department Risk register reviewed and monitored quarterly	March 08	AD	
Departmental Plan Objective: Develop and implement information security plans (departmental)				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated Risks
A&C 28.1	Develop Department Information Security Action Plan.	September 07	TS	
Departmental Plan Objective: Ensure arrangements in place to deal with new and existing legislation (departmental)				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated Risks
A&C 29.1	DMT receives reports on new legislation and guidance and ensure appropriate implementation	March 08	NB	

Departmental Plan Objective: Implement communication plans relating to key issues (departmental)				Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated Pis	
A&C 30.1	Implement department Communication Strategy	March 08	NB		
Departmental Plan Objective: Implement a programme of service linkages for Contact Centre (departmental)				Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated Pis	
A&C 31.1	Integrate agreed elements of Adult and Community Services into Contact Centre, including financial and efficiency measures/targets.	March 08	MH/JW		
Departmental Plan Objective: Develop Efficiency Strategy for Department (departmental) (To develop an effective approach to efficiency.)				Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated Pis	
A&C 32.1	Develop and implement a medium term efficiency strategy.	March 08	AD/JW		
A&C 32.2	Develop programme of BPR activity.	March 08	AD		
Departmental Plan Objective: Deliver the ICT Strategy to support corporate and departmental objectives				Associated Risks:	
Ref:	Action	Date to be Completed	Responsible Officer	Associated Pis	
A&C 33.1	Agree ICT Strategy	July 07	TS		
A&C 33.2	Implement ICT Action Plan	March 08	TS	ASC15.2	

Departmental Plan Objective: Develop Strategic medium term Financial Plan for Adult and Community Services				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 34.1	Develop Financial Plans for the Department, in line with demand, eligibility and corporate codes.	March 08	JW	
Departmental Plan Objective: Implement new Governance Arrangements for health & well-being partnership, and culture and leisure partnership				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C35.1	Establish new structures for Health and Care Strategy Group and subgroups to fit LSP and integrated teams and Children's Trust.	March 08	MH	
A&C 35.2	Re-design the Culture and Leisure Theme Partnership and subgroups structure to incorporate changes to the lifelong learning partnership.	October 07	JM	
Departmental Plan Objective: Achieve overall financial balance for Department (departmental)				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 36.1	2007/8 outturn within budget, including appropriate use of resources	March 08	AD/JW	
Departmental Plan Objective: Development of Commissioning and Financial Systems (departmental)				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 37.1	Develop financial arrangements for new or integrated services.	March 08	AD/JW	
A&C 37.2	Review commissioning and financial systems for Supporting People	March 08	AD	

Departmental Plan Objective: Development of Commissioning and Financial Systems				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 38.1	Implement Corporate Procurement Strategy.	March 08	PH	
A&C 38.2	Implement contract management and financial monitoring IT system	August 07	PH/JW	
Corporate Plan objective: Links to Corporate Plan – Implement the People Strategy and the Workforce Development Strategy				
Departmental Plan Objective: Develop and promote active, visible and effective leadership				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 39.1	Develop and implement management standards.	December 07	MH	
Departmental Plan Objective: Continually Improve what we do				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 40.1	Implement Supervision and Appraisal Policy	March 08	GP	
A&C 40.2	Achieve IIP Standard	March 08	GP	
Departmental Plan Objective: Develop skills of the Workforce				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 41.1	Workforce Development Plan for department	April 07	GP	

Departmental Plan Objective: Promote Healthy Working				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 42.1	Implement Health & Safety Policy	March 08	MH	
A&C42.2	Implement departmental health stress check.	March 08	AD	
A&C 42.3	Lower Departmental Sickness levels	March 08	NB	
Departmental Plan Objective: Effectively Recognise, engage and reward the Workforce				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 43.1	Implement and contribute to corporate approach to reward.	March 08	MH	
Departmental Plan Objective: Effectively use resources and invest in the future.				Associated Risks:
Ref:	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 44.1	Manage departmental training budget		GP	
Corporate Plan objective:				
CORPORATE PLAN Enhance Equality and Diversity arrangements and mainstream into all council activities.				
Departmental Plan Objective: Improve Equality & Diversity Leadership and Corporate Commitment				Associated Risks:
	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 45.1	Implement departmental elements of the Council's Diversity Action Plan through the Departmental Working Group	March 08	MH	

Departmental Plan Objective: Improve Consultation Community Development and Scrutiny				Associated Risks:
	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 46.1	Ensure effective consultation plan linked to INRA's / DIA's	March 08	MH	
Departmental Plan Objective: Improve Service delivery and Customer care			Associated Risks:	
	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 47.1	Complete INRAs for all services and DIA's as agreed	March 08	MH	
Departmental Plan Objective: Improve Employment and Training arrangements			Associated Risks:	
	Action	Date to be Completed	Responsible Officer	Associated PIs
A&C 48.1	Deliver Diversity training	March 08	GP	

CHAPTER 6

Dept Indicator No.	Indicator Description	2006-07 Outturn	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Overall	Annual
B11	Intensive HC as a % of intensive Home and Residential Care	26.94%	26	26	26	26	26	Qtr
D39	% of people receiving a statement of their needs and how met.	100%	-	-	-	-	100	Annual
A80	Retention in Drug Treatment programmes	117	-	-	-	-	TBC	Annual
C72	Supported admissions of older people to residential/nursing care	76.2	19	38	59	76	76	Qtr
C73	Supported admissions of adults aged 18-64 to Res/Nurs. care	1.1	0.27	0.54	0.81	1.1	1.1	Qtr
C28	Intensive Home Care	14.4	-	-	-	-	14	Annual
D37	Allocation/Availability of single rooms	100%	-	-	-	-	100	Annual
B17	Unit costs of Home care for adults.	15.18	-	-	-	-	15.6	Annual
ACSPI 8	Number of days sick per employee	16.93	16.5	15.5	14.5	13.5	13.5	Qtr
ACSPI 9	Number of Vulnerable Adults in paid or valued employment	81	83	85	87	89	91	Qtr
ACSPI 11	Percentage of public information in accessible format		42%	42%	42%	42%	42%	Qtr
D40	Clients receiving a review	78.2	78	78	78	78	78	Qtr
B12	Cost of intensive Social Care for Adults	456	-	-	-	-	456	Annual
ACSPI 3	Number of Intermediate Care referrals: percentage from the community	51.9	55	55	55	55	55	Qtr
D41	Delayed Transfers of Care (INTERFACE)	0	0	0	0	0	0	Qtr
D42	Carer assessments	36.6	37	37	38	38	38%	Qtr
D55	Acceptable Waiting times for assessments	88.4	89	89	90	90	90	Qtr
D56	Acceptable Waiting times for care packages	81.6	82	83	84	85	85	Qtr
D75	Practice Learning	16.34	-	-	-	-	22.38	Annual
E61	E61 Assessments of new clients aged 65 or over	83.1	83	83	83	83	83	Annual
ACSPI 2	No. users provided with 1 item of Telecare in their home during the year (all ages)	90	100	110	120	120	120	Qtr
ACSPI 5	Number of Extra Care Housing Places	0	2	5	7	10	10	Qtr
ACSPI 1	No. users provided with 1 item of Telecare in their home during the year (over 65)		70	80	90	100	100	Qtr
ACSPI 13	Number of people with disability accessing FE, Leisure, Sport and Recreation	69	73	75	77	79	79	Qtr

Dept Indicator No.	Indicator Description	2006-07 Outturn	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Overall	Annual
LPI ACS2	Number of families participating in learning	167	-	-	-	-	190	Annual
LPI ACS4	Number of adults achieving level 1 and level 2 qualifications	57	-	-	-	-	945	Annual
LPI ACS5	Number of adults achieving a basic skill qualification	31	-	-	-	-	200	Annual
LPI ACS1	Number of adults in all forms of learning	2428	-	-	-	-	3100	Annual
LPI ACS3	Number of adults participating in basic skill classes	432	-	-	-	-	450	Annual
LPI ED 5	Percentage of adults learners who are male	25%	-	-	-	-	27	Annual
LPI CS 13b	Level of grant aid provided to vol/comm groups	£4,914	109,441	109,441	109,441	109,441	437,762	Qtr
BVPI 119a	The percentage of residents satisfied with the Local Authority Cultural services: (a) sports and Leisure Facilities	61 (2006)	-	-	-	-	65 (2009-10)	Annual
BVPI 119b	The percentage of residents satisfied with the Local Authority Cultural services: (a) Libraries	80 (2006)	-	-	-	-	TBC	Annual
BVPI 119c	The percentage of residents satisfied with the Local Authority Cultural services: (a) Museums	70 (2006)	-	-	-	-	70 (2009-10)	Annual
BVPI 119d	The percentage of residents satisfied with the Local Authority Cultural services: (a) Arts activities & venues	54 (2006)	-	-	-	-	55 (2009-10)	Annual
BVPI 119e	The percentage of residents satisfied with the Local Authority Cultural services: (a) Parks and open spaces	78 (2006)	-	-	-	-	82.5% (2009-10)	Annual
BVPI 170a	No. Visits/usage of museums per 1000 population	577	612.5	612.5	612.5	612.5	2450	Qtr
BVPI 170b	No. Visits in person of museums per 1000 population	392	430	430	430	430	1720	Qtr
LPI CS 13a	No of vol/comm groups supported by the council	0	29	29	29	29	29	Qtr
LPI CS 12a	No of Hsbound ppl rec homelibrary service once evry 4 weeks	508	520	530	540	550	550	Qtr
LPI CS 10	% of residents satisfied with play areas	47	-	-	-	-	45%	Annual
LPI CS9	Number of Local Nature Reserves	6	6	6	6	6	6	Qtr
LPI CS2b	Proportion of Overall attendance from 9 Neighbourhood Renewal Fund Ward		56	56	56	56	56	Qtr
BVPI 170c	No pupils visiting museum's/galleries in school groups	1884	2450	2450	2450	2450	9800	Qtr
BVPI 178	% of total length of footpaths and other r.o.w which were easy to use	96.93	-	-	-	-	95	Annual
BVPI 220	Compliance against Public Library Service Stds (PLSS)	4	-	-	-	-	4	Annual
BVPI 226a	Total amount spent by LA on advice and guidance services provided by external orgs		£26,281	£26,281	£26,281	£26,281	£105,125	Qtr



CHAPTER 7

MANAGING THE RISKS OF NOT ACHIEVING DEPARTMENTAL OBJECTIVES

STATEMENT OF INTERNAL CONTROL 2007/08

Ref.	SECTION ONE - Departmental Main Objectives	Milestone	Responsible Officer	Risk Register Ref
A+C 7.1	Progress the implementation agenda for vision for care.	March 08	EW	Ass7 – 1.1
A+C 33.2	Implement ICT action plan.	March 08	TS	ICT7 – 4.1
A+C 1.1	Manage Health + Care NRF Programme effectively to ensure LAA targets are met and programme stays within budget.	March 08	MH	POL7 – 1.3
A+C 1.6	Reduce Mortality rates by 2010 from suicide by at least 20 %	March 08	CB	POL7 – 1.3
A+C 34.1	Develop financial plans for the department in line with demand, eligibility and corporate codes.	March 08	JW	FN7 – 1.1
A+C 36.1	2007/8 outturn within budgets, including appropriate use of resources.	March 08	AD/JW	FN7 – 1.1
A+C 37.2	Review commissioning and financial systems for Supporting People.	March 08	AD	PER7 – 1.1
A+C 3.1	Implement Supporting People Strategy.	March 08	AD	FN7 – 1.1
A+C 3.5	Implement the agreed actions for the Telecare Strategy.	March 08	EW	CPS7 – 3.1
A+C 4.1	Ensure all assessments are person – centred and outcome focused.	March 08	EW	PER7 – 1.4
A+C 5.2	Ensure Community Services are easily accessible to vulnerable groups and contribute to the preventative mental wellbeing agenda.	March 08	GP/AP	ASS7 – 4.1
A+C 6.1	Implement and evaluate the Connected Care Pilot in Owton.	March 08	EW	CPS7 – 3.1 SOC7 – 2.1
A+C 7.2	Develop Joint Commissioning Team responsibility to both the LA + PCT.	Dec 07	EW	PER7 – 1.4

A+C 10.1	Implement buildings audit.	March 08	AD	ASS7 – 4.1
A+C 11.2	Provide targeted financial assistance to voluntary sector through grant giving in accordance with established criteria for 2007/8	March 08	PU	FN7 – 2.3
A+C 12.1	Continue to implement Carers Strategy and Action Plan.	March 08	JW	PER7 – 1.1
A+C 12.3	Increase carers assessments, carers receiving services and information/breaks to support carers.	March 08	EW	POL7 – 1.3
A+C 17.5	Develop milestones and strategies to deliver improvement of facilities and service areas.	March 08	PU/DW/EJ/AP/SC	ASS7- 4.1
A+C 31.1	Implement agreed elements of A+CS into Contact Centre, including financial and efficiency measures/targets.	March 08	MH/JW	SOC7 – 2.1
A+C 19.3	Implement the delivered library services review and action plan.	July 07	GJ	SOC7 – 2.1
A+C 29.1	DMT receives reports on new legislation and guidance, and ensures appropriate implementation.	March 08	NB	PER7 – 1.4 FN7 – 1.1
A+C 32.2	Develop programme of BPR activity.	March 08	AD	PER – 1.4
A+C 42.3	Lower departmental sickness levels.	March 08	NB	PER7 – 1.2
A+C 47.1	Complete INRA'S for all services and DIA'S as agreed.	March 08	MH	PER7 – 1.4
A+C 3.4	Review Adult Placement Scheme with a view to increasing the range and quality.	March 08	PH	CPS7 – 1.1

Risk Register Ref	Departmental Plan Action (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Responsible Officer
ASS7-1.1	A+C 7.1	Danger/Disruption to staff due to inadequate working conditions	H	Identify new offices and mobile/home working.	Quarterly DRR review and annual service plan process.	Quarterly	Margaret Hunt
CPS7-1.1	A+C 3.4	Inability to provide social care due to supply pressures	M	Developing market via good provider relations.	Quarterly DRR review and annual service plan process.	Quarterly	Ewen Weir
FIN7- 1.1	A+C 34.1 A+C 3.1 A+C 36.1 A+C 29.1	Services damaged by insufficient budget allocation	H	Careful budget management in year and active Efficiency/VFM programme.	Quarterly DRR review and annual service plan process.	Quarterly	Alan Dobby
PER7-1.1	A+C 37.2 A+C 12.1	Inability to provide effective services due to difficulties in recruitment and retention	H	Complete reviews and restructures. Manage risks from Job Evaluation. Succession planning and Workforce Development.	Quarterly DRR review and annual service plan process.	Quarterly	Nicola Bailey
PER7 - 1.2	A+C 42.3	Damage/Disruption to staff due to violence	L	Implement H+S policies and manual.	Quarterly DRR review and annual service plan process.	Quarterly	Margaret Hunt
PER7 – 1.4	A+C 4.1 A+C 29.1 A+C 7.2 A+C 47.1 A+C 32.2	Unable to meet changing service needs due to a skills shortage	M	Review Workforce Development processes and budgets.	Quarterly DRR review and annual service plan process.	Quarterly	Margaret Hunt
POL7 – 1.3	A+C 1.1 A+C 1.6 A+C 12.3	Failure to meet performance standards	M	Improve performance management arrangements and reporting.	Quarterly DRR review and annual service plan process.	Quarterly	Alan Dobby
POL7 - 1.4		Legal issues, costs and adverse publicity as a result of litigation					Nicola Bailey
FIN7 – 2.3	A+C 11.2	Service disruption from financial shortfalls for ind/vol sector	M	Co-ordinated approach to funding the sector.	Quarterly DRR review and annual service plan process.	Quarterly	Alan Dobby

Risk Register Ref	Departmental Plan Action (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Responsible Officer
SOC7 – 2.1	A+C 31.1 A+C 19.3 A+C 6.1	Adverse publicity and delay due to poor management of service reconfiguration	M	Leadership and management in change process. Regular assessment and reporting of progress. Assign project management resources.	Quarterly DRR review and annual service plan process.	Quarterly	Nicola Bailey
SOC7 – 2.2		Failure to deliver Tourism Strategy					John Memear
CPS7 – 3.1	A+C 3.5 A+C 6.1	Failure of provision of service, under contract or direct service	H	Careful Commissioning process including choice of provider. Continue Dialogue.	Quarterly DRR review and annual service plan process.	Quarterly	Alan Dobby
ICT7 – 3.1		Disruption to service from failure of ICT service					Alan Dobby
ASS7 – 4.1	A+C 5.2 A+C 17.5 A+C 10.1	Service disruption due to premises being unfit for purpose	L	Improve asset management arrangements.	Quarterly DRR review and annual service plan process.	Quarterly	Alan Dobby
ICT7 – 4.1	A+C 33.2	Unable to meet need due to inadequate IT equipment/network or software	M	Ensure access to departmental/corporate resources.	Quarterly DRR review and annual service plan process.	Quarterly	Alan Dobby